

HOMELESS POLICY DEPUTIES MEETING AGENDA

MEETING WILL TAKE PLACE IN PERSON WITH A VIRTUAL OPTION

Date: Thursday, November 14th, 2024
Time: 2:00 – 4:00 PM
Location: Kenneth Hahn Hall of Administration
500 West Temple St.,
Room 374-A
Los Angeles, CA 90012

For members of the public who wish to join virtually or over the phone, please see below:

Microsoft Teams Link: [Click here to join the meeting](#)

Teleconference Number: [+1 323-776-6996,,110359772#](#)

For Spanish interpretation, members of the public should send emails within 48 hours in advance of the meeting to ClusterAccommodationRequest@bos.lacounty.gov

	AGENDA ITEM	LEAD
I.	Welcome and Introductions	Amy Perkins, Third District
II.	Unit Acquisition Strategy Update	Almas Sayeed Senior Manager, Homeless Initiative and Affordable Housing Jennifer Lee Principal Analyst, Homeless Initiative and Affordable Housing Leepi Shimkhada Deputy Director Housing for Health, Department of Health Services Sophia Rice Senior Director of Los Angeles Housing Services, Brilliant Corners Perlita Carrillo Director of FHSP Housing Acquisitions, Brilliant Corners Sasha Morozov Regional Director, People Assisting the Homeless Dr. Terra Simms Housing Partnerships Director, People Assisting the Homeless

		<p>Kris Freed Chief Executive Strategist, Los Angeles Homeless Services Authority</p> <p>Thomas Wong Associate Director, Los Angeles Homeless Services Authority</p> <p>Brianna Chestang Assistant Manager, Los Angeles County Development Authority</p>
III.	Items Recommended for Future Discussion	
IV.	Public Comment*	

* Public Comment is limited to one minute. Those joining virtually interested in speaking should raise their hand on Microsoft Teams and unmute once called upon by the Chair. Those on their phones should press *5 to raise their hand and *6 to unmute.

NEXT MEETING: December 12, 2024

Los Angeles County Unit Acquisition Strategy Update

Homeless Policy Deputies Meeting
November 14, 2024



Chief
Executive
Office.



County of Los Angeles

Homeless
Initiative

What is Unit Acquisition?

Unit Acquisition is a strategy aimed at **strengthening private/public partnerships** to **increase** the stock of private market rental units to **maximize** the use of publicly funded tenant-based vouchers connected to People Experiencing Homelessness (PEH).

Advantages to these strategies include :

- **Expedited** access to private market buildings and units allowing the system to house more people faster;
- A **reduction** in traditional barriers to accessing housing in the private rental market; and
- **Increased** opportunities for developers and property owners to participate in solutions to end homelessness in the region.

Why are Unit Acquisition Strategies Needed?

Reducing Barriers: Unit Acquisition efforts funded by the Homeless Initiative aim to incentivize property owners to reduce the barriers traditionally faced by PEH using vouchers to obtain rental housing, such as:

- Discriminatory practices, such as using tenant screening tools to disqualify PEH from leasing their units for:
 - Credit score
 - Involvement with the justice system
 - Eviction history
- Landlord refusal to accept vouchers due to stigma and bias around voucher holders being less reliable and a higher risk to rent to
- Landlord misunderstanding of voucher programs



Why are Unit Acquisition Strategies Needed?

- **Competitive housing market:** Many PEH with rental subsidies in hand struggle to find private market units to lease up due to the competitive housing market in Los Angeles County (4.8% vacancy) .
- **Maximizing our investment:** Once units are secured, PEH can lease up using their rental subsidies. This maximizes the impact of the use of federally funded rental subsidies, and local funded subsidies.



Unit Acquisition Strategies in LA County

Unit Acquisition Strategies vary by:

- Program administrator
- Term of agreement with property owner
- Lessee (individual tenant or agency)
- Program in which tenant is enrolled
- Funding source
- Types of incentives available to property owner, such as:
 - Vacancy Loss
 - Damage Mitigation
 - Signing Bonus
 - Maintenance Fees
 - Additional Supportive Service staff



Unit Acquisition Programs in LA County

Program	Lead Administrator	Average Length of Term	Housing Provider Type
Project Based and Scattered Site Agreements	DHS/HFH & Brilliant Corners	Project Based – 5 years, with opportunities to extend Scattered Site – Dependent on length of tenancy	Developers All Sizes Property Management Companies Owners with 1+ unit
Resident and Property Supportive Services (RPSS)	LAHSA & PATH	1-5 years	Medium-Large property management companies and owner's w/a minimum of 15 units
Master Leasing	LAHSA	5 years	Developers/Property Owners with new and renovated projects
Homeless Incentive Program (HIP)	LACDA and other PHAS in LA County	No long-term commitment beyond length of agreement with tenant	All Sizes Property Management Companies Owners with 1+ unit TBV holder that finds their own unit

Questions?



County of Los Angeles

**Homeless
Initiative**

Flexible Housing Subsidy Pool (FHSP) Unit Acquisition

Leepi Shimkhada

Deputy Director, Housing for Health- Department of Health Services

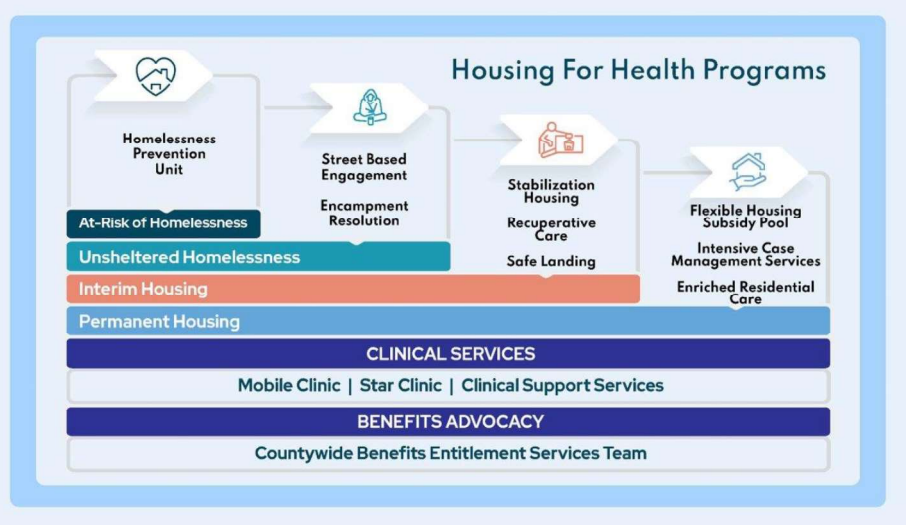


DHS Housing for Health

Housing for Health Principles & Programs

Housing for Health provides housing and services to people experiencing homelessness with complex health and behavioral health conditions, high utilizers of public services, and other vulnerable populations.

- Housing First** Connect individuals to permanent housing without preconditions or barriers to entry
- Harm Reduction** Respect, dignity, and compassion
- "Whatever It Takes"** Flexible approach to service delivery and an adaptable portfolio of interventions



Flexible Housing Subsidy Pool (FHSP)

A fiscal and contractual tool that creates local-funded housing subsidies and supports in scattered site, project-based, and enriched residential care settings

Administered by HFH's nonprofit partner, Brilliant Corners, FHSP:

- Combines rent subsidies, landlord engagement via housing acquisitions, tenant/landlord matching, and ongoing tenant services and ICMS
- Engages landlords to cultivate and maintain a portfolio of scattered site housing
- Enters into agreements with PSH developers to develop and sustain project-based sites
- Provides temporary financial assistance to obtain and maintain housing
- Can be used for different housing settings and households that are ineligible for federal subsidies



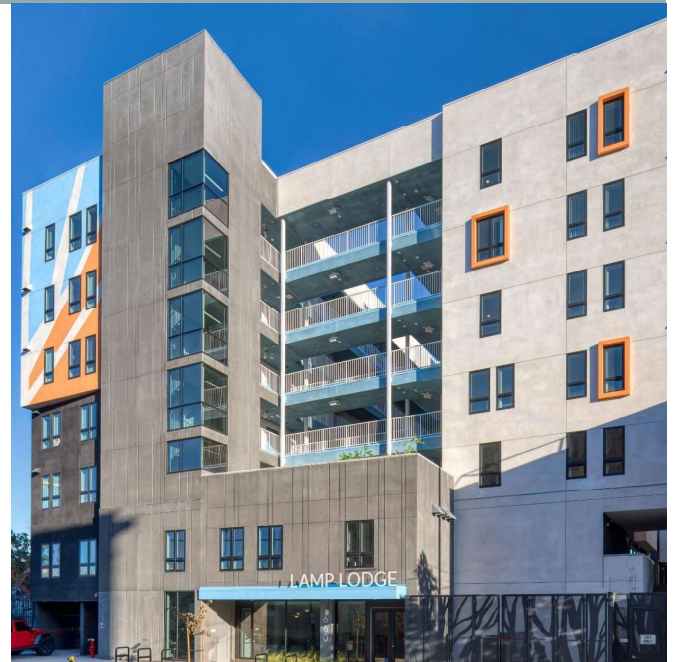
BC utilizes two agreement types:

Master Rental Subsidy Agreement – Project Based

The MRSA is a subsidy agreement between Brilliant Corners and the Property Owner. Through the MRSA model, the client still holds a lease directly with the Owner and BC is not the tenant of the building.

Agreement Regarding Vacant Unit – Scattered Site

The ARVU is a subsidy agreement between Brilliant Corners and the Property Owner. Through the ARVU model, the client still holds a lease directly with property owner and BC is not the tenant of the building.



PBV Portfolio Snapshot

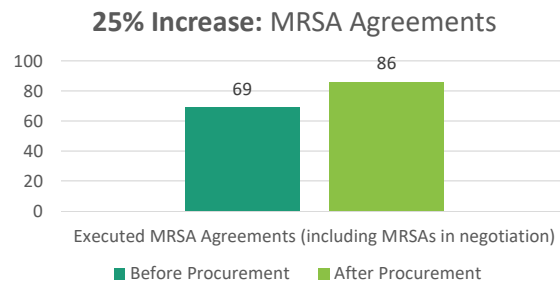
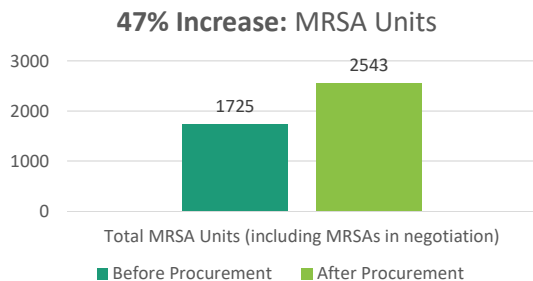
- **1,948** total MRSA units as of November 8, 2024
- **72** MRSA agreements executed for active sites with Occupancy as of November 8, 2024
- **78** MRSA agreements executed overall as of November 8, 2024
- **1,658 clients** currently housed in MRSA units as of October 15, 2024
- **6 projects** opened in 2024 with the goal of securing **311 additional units** by July 2025
- Largest building has **106 MRSA units**



Procurement

In the Summer of 2023, DHS and BC launched a procurement to expand the Flexible Housing Subsidy Pool (FHSP) Project-Based Voucher portfolio due to the availability of new funding sources, procuring projects that support the development of PSH in privately owned units.

Since the release of the Request for Proposal (RFP), the PBV portfolio has experienced noteworthy growth:





Brilliant Corners

Housing Acquisition Strategies from the
Flexible Housing Subsidy Pool,
a Nationally Recognized Supportive Housing Solution



Flexible Housing Subsidy Pool



WHAT'S THE MODEL?

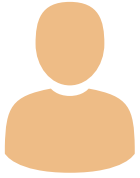
The LA County Flexible Housing Subsidy Pool (FHSP) is a nationally-recognized **supportive housing rent subsidy program operated by Brilliant Corners (BC) in partnership with Los Angeles County Department of Health Services (DHS)**. It has been in operation since 2014.

The FHSP combines rent subsidies, landlord engagement via housing acquisitions, pinpointed tenant/landlord matching, and ongoing tenant services and intensive case management.

In Summer 2023, DHS and BC launched a newly designed Procurement Process to expand the FHSP PBV Portfolio due to the availability of new funding opportunities.



Model Overview



Landlord Engagement Creates Portfolio of Units



Tenancy Supports Team Ensures Housing Stability



Operations Team Streamlines Rent Subsidy Administration



Intensive Case Management Provides Wrap-Around Support

TBV Unit Acquisition Model



Acquire open-market apartment units and build strong partnerships with property providers and developers to cultivate a pool of vacant units that can be matched to someone in need



Vacant Unit Holding Agreement



Reliable Rent Subsidy Administration



Streamlined Inspections



Damage Mitigation & Client Financial Assistance



Move-in Payments & Assistance



Wraparound Support & Account Management

TBV Portfolio Snapshot

- **Approximately 3,800** units currently leased up
- **1,200** units acquired in 2024
- 44 units in current vacancy portfolio
 - Distributed throughout the County
 - Studios and 1 BR
- Over 200 unit “leads” are identified per month

- **Goal:** additional 1,000 units by end of FY June 2025



Master Rent Subsidy Agreement (MRSA)

Term Length	<ul style="list-style-type: none"> • 5 years with 2 options to extend
Number of Units	<ul style="list-style-type: none"> • Subset of units or the whole building
Security Deposits	<ul style="list-style-type: none"> • Security deposits provided for all units
Vacancy Coverage	<ul style="list-style-type: none"> • 60 days of vacancy coverage upon turnover of unit
Referrals	<ul style="list-style-type: none"> • County Partners refer clients to a unit within 60 days
Rents	<ul style="list-style-type: none"> • Program rent amounts are capped at PHA FMR/VPS



Owner Responsibilities under MRSA



The MRSA is a subsidy agreement between Brilliant Corners and the Property Owner.

It is not a master lease.

Property Management	<ul style="list-style-type: none">• BC does not take on property management duties• Property Management is responsible for tenant rent collection, lease violations, building maintenance, security• PM has active presence at site and communication with clients, BC, and ICMS
Lease	<ul style="list-style-type: none">• Clients still hold a lease directly with ownership• Clients have an FHSP program agreement and rental subsidy agreement with BC
Rent and Subsidy Payments	<ul style="list-style-type: none">• Clients pay their portion of the rent directly to ownership• BC only pays the rent subsidy portion• If client subsidy is terminated for whatever reason, BC's obligation to pay on the unit is also terminated but will activate vacancy payment.

BC PSH Procurement

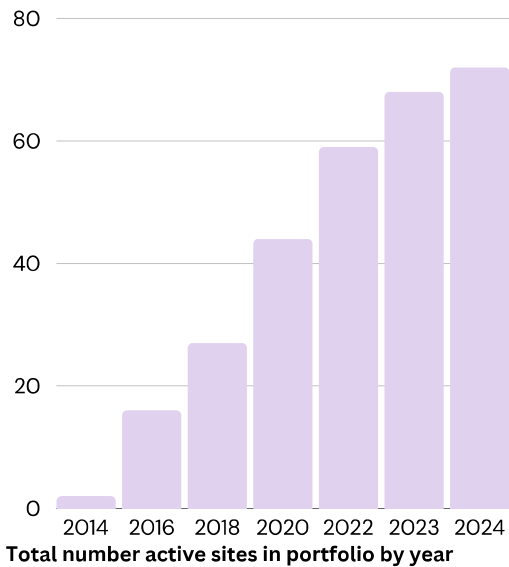


Last year, DHS and BC launched a Procurement Process to expand the FHSP PBV Portfolio. We are currently accepting proposals on a rolling basis

Ideal Project Specs:

- Number of units
 - Align with CM:Client ratio as specified by funder
 - Onsite property management
- ICMS Services
 - Sites must have onsite ICMS
 - Onsite parking spaces for ICMS staff
 - Adequate community space for programming
- Preference for Studios and 1 BR
- Units without restrictions
- Budget to support onsite security costs
- Fit the needs of PSH
 - Owners with PSH experience or open to learning about PSH
 - Adapting to needs of PSH and client population

PBV Portfolio & Pipeline Snapshot



Portfolio

- **78** MRSA agreements executed
- **72** sites with Occupancy
- **1,948** active units
- Largest building has **106** units

Pipeline

- **16** Projects opening by 2027 - **595** units
 - Historical Commitments- **3** Projects (99 units)
 - Procurement - **13** Projects (496 units)
- **Goal:** procure additional 472 units by 2027

PBV Procurement Snapshot



Procure projects that support the development of PSH in privately owned units via RFP process. Awarded projects receive 5 year commitments for operating subsidy and accompanying services.

- **Tenancy Supports Services**
- **On-Site ICMS**
- **Operating subsidy** may include
 - Rental subsidy
 - 60-day Vacancy coverage
 - Security deposits
 - Damage mitigation



17 Projects awarded

- **818** units procured
 - **5.5** HHIP Projects - **217** units
 - **2.5** Backstop Projects - **137** units
 - **8** ODR Projects - **439** units
 - **1** DHS Project - **25** units

4 Additional Projects pending award



Proposal Submissions currently accepted on a rolling basis at
<https://brilliantcorners.org/fhsp-procurement>

Procurement Spotlight

The Mayer at Hollywood

- HHIP site
- 79 unit building, acquisition rehab
- TCAC developer that is a new partner to BC
- Located in East Hollywood with easy access to public transit and shopping center



Harvest Residences

- ODR site
- 40 unit building
- Privately funded, develop is a new partner with BC with PSH experience
- Developer collaborated on space planning the site with ICMS and BC for best PSH set up
- Onsite security



Flexible Housing Subsidy Pool
Celebrates 10 Years!



Thank You

Please contact us with any further questions:

Sophia Rice, Senior Director of Housing Services | Brilliant Corners
srice@brilliantcorners.org | 213-926-0162

Perlita Carrillo, FHSP Director of Housing Acquisitions | Brilliant Corners
pcarrillo@brilliantcorners.org | 213-841-8205





RPSS RESIDENTIAL AND PROPERTY SUPPORT SERVICE

Program Overview

Presented By:

- Sasha Morozov, LCSW
- Dr. Terra Simms

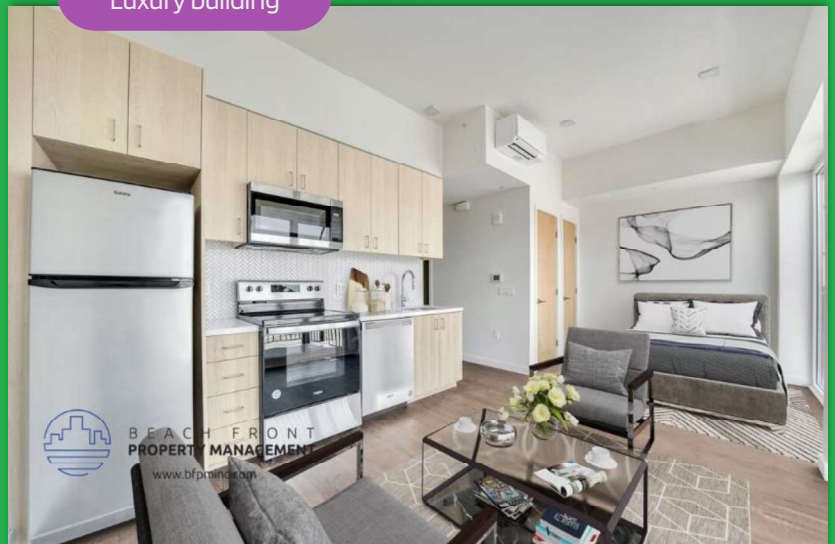
RPSS OVERVIEW

- RPSS is a landlord incentive program for owners to provide entire multi-family buildings and easier entry into permanent housing.
- RPSS offers a multi-year partnership (1-5 years) and is available to any tenant-based subsidy holder.
- RPSS is a county wide program targeting all SPAs (SPA 1 - SPA 8).
- RPSS offers On-Site Support services fulfilled by Residential Service Coordinators (RSC's).
- On-Site Supportive services work with tenants, case managers, community members, property managers and property owners/representatives.

McCadden

6762 Hawthorn Ave., Los Angeles, CA 90028

Special Note:
Luxury building



Signed: March 2023

52 Units
Studios
Rents: \$1800-\$2100

Fully
Leased

RPSS OVERVIEW

Landlord Incentives

Monthly incentives: Offered per lease

- \$90 per unit every month
- Up to two separate: 5% additional incentive, calculated from monthly rental income every month

Risk Mitigation Funds: Offered per lease

Not to exceed \$10,000:

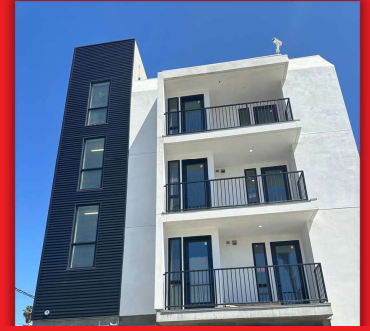
- Up to 2 months of Rental Arrears
- Up to 2 months Rent for Property Damage
- Up to 2 months Vacancy Loss

Landlord Scorecard:

- Quarterly Review
- Offers **Impactful** Education & Training
- Opportunities to improve operations
- Feedback to improve our program

5533 Virginia

5533 Virginia Ave., Los Angeles, CA 90038



Signed: September 2024*

17 Units
1 Bedrooms
Rents: \$2407.00

Upcoming

RPSS OVERVIEW

On-Site Services

To secure entire multi-family buildings, RPSS offers property owners monthly financial incentives in exchange for low barrier entry into permanent housing.

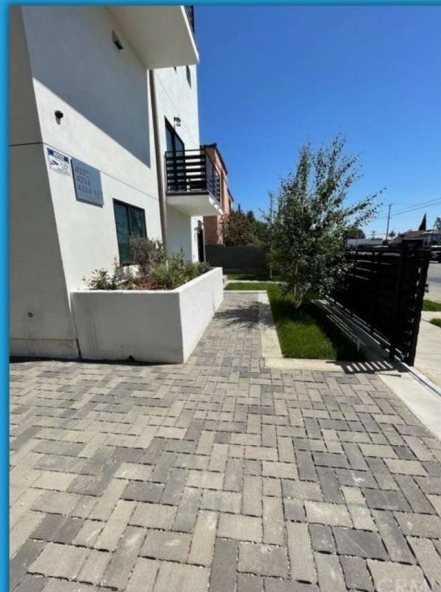
In addition, our Residential Service Coordinators:

- Coordinate Inquiries
- Conduct Unit Viewings
- Submit Application Packets
- Coordinate Move-Ins
- Facilitate Monthly Case Manager Meetings
- Facilitate Monthly Tenant Meetings
- Conduct 1:1 Meetings with Tenants
- Locate local resources and activities
- Build community within the building

Residential Service Coordinators are present at properties during the weekdays during day time hours in a designated office space.

4332 Normandie

4332 Normandie Avenue, Los Angeles, CA 90037



Signed: May 2022

15 Units
SRO+ (Private Bathroom)
Rents: \$1113.17

Our Incentives



Johnae, LeaseUp participant

The Client Benefits

In exchange for the financial incentives and on-site support, RPSS requires property owners to agree to the following:

- No Application Fees
- No Security Deposits
- Lower screening criteria
- Bad Credit - Okay
- Evictions Welcome
- Undocumented Individuals Welcome
- Once **approved for one unit**, clients are **approved for ALL RPSS Units**
- Easy, non-punitive early lease termination
- Easy, relocation within RPSS
- No limit on unit viewings

RPSS Difference

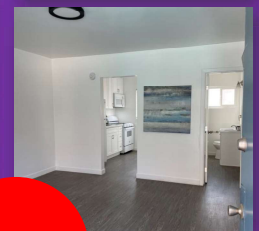
PATH believes there needs to be multiple options for units for our unhoused neighbors. Below are a few examples of how RPSS is different than our partners.

RPSS vs. Master Lease:

- Owner remains in control of the building
- Owner responsible for property management
- RPSS can contract part of the building instead of the whole
- Flexible ability to cancel POA from both parties
- RPSS does not pay for extra costs like:
 - Utilities
 - Maintenance and operations
 - On-Site Security

2611 Olive

2611 W Olive Avenue, Burbank, CA 91505



Signed: July 2024

38 Units
Studios
Rents: \$1,863 w/ Utilities Included

Veterans

RPSS Difference

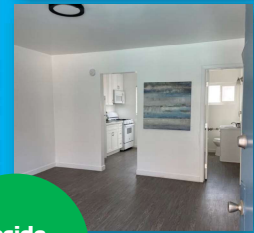
PATH believes there needs to be multiple options for units for our unhoused neighbors. Below are a few examples of how RPSS is different than our partners.

RPSS vs. Brilliant Corners:

- No Request for Proposal process
- Ability to house any subsidy like:
 - TLS
 - SSVF
 - Voucher
- Ability to support all homeless service agencies and work with different populations
- RPSS can contract part of the building instead of the whole

2021 Olive

2021 W Olive Avenue, Burbank, CA 91505



Inside Safe

Signed: July 2024

39 Units
Studios
Rents: \$1,863 w/ Utilities Included

RPSS Units



Supervisory District: 1

820 W. 11th St.
59 S. Burlington Ave.
703 Toberman St.
The Cecil Hotel
136 S. Alvarado
60 N. Virgil
Rosslyn Lofts
107 W. 17th St.
11th Pl Apt.
50 S. Alvarado St.

TOTAL UNITS: 213

Supervisory District: 2

14110 Yukon Avenue
955 Fedora St.
937 E. 25th St.
1660 W. 20th
8848 S. Vermont
10501 Wilmington Ave.
6550 S. Normandie
611 W. 82nd Street
4332 S. Normandie Ave.
2335 Crenshaw Blvd.
739 S. Normandie
109 S. Normandie
238 S. Mariposa
3930 Nicolet Ave.
4064 Abourne Apt.
4010 West Blvd. Apt.
4122 Santa Rosalia Dr.
443 E. Vernon Ave.
927 E. 25th St.
3217 S. Central Ave.
1348 E. 27th St.
The Hayes House
South Park Apt.
10424 S. Broadway
463 W. 88th Pl.
1930 S. Oxford Ave.

TOTAL UNITS: 558

Supervisory District: 3

7006 Lanewood Ave.
6762 Hawthorn Avenue
5533 Virginia Avenue
5128 Marathon St.
632 N. Normandie Ave.
14411 Vanowen St.

TOTAL UNITS: 161

Supervisory District: 4

6815 Seville Ave
821 Flint Avenue

TOTAL UNITS: 33

Supervisory District: 5

2611 W. Olive Ave.
2021 W. Olive Ave.

TOTAL UNITS: 73



Making it Home

Leasing Process

Fedora

955 Fedora St, Los Angeles, CA 90006

- 01 Email Blast:** Previously we used our LeaseUp website, now we email Housing Navigators/Case Managers.
- 02 Application:** Request an application, then submit application, proof of identity and proof of subsidy.
- 03 Unit Viewing:** Once Approved, schedule a unit viewing.
- 04 Commitment:** At the unit viewing, clients have the option to receive an intent to rent letter or mock lease to hold the unit.
- 05 Payment/Move-In:** Once payment is ready, final lease signing and keys are exchanged.



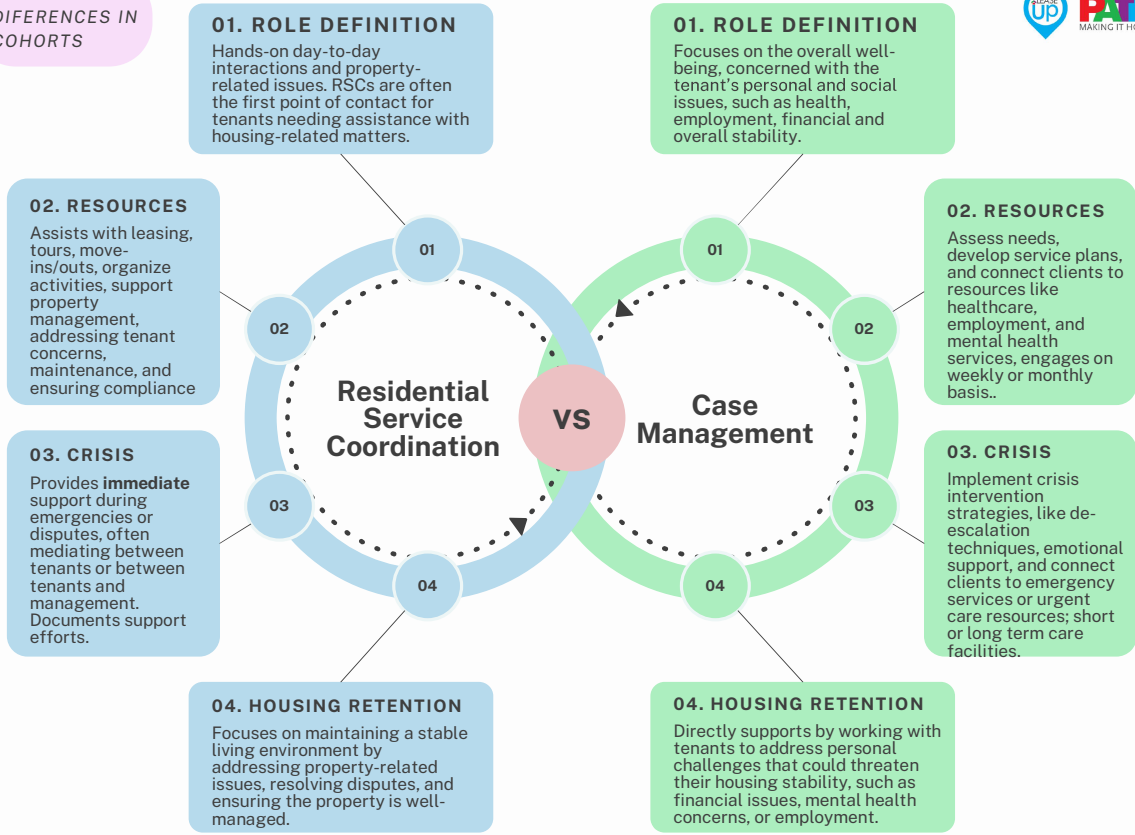
Fully Leased

Special Note:
Luxury building

Signed: March 2023

60 Units
Studios, 1 bedrooms, 2 Bedrooms
Rents: \$1800 - \$2600

RPSS:
DIFFERENCES IN
COHORTS



Current Data

1035 Units

Active - POA

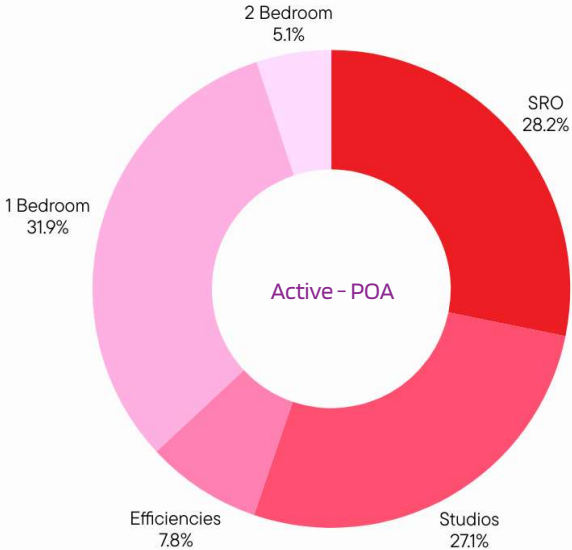
186 Units

Pending POAs

539 Units

Letters of Intent

of Available
Units for Leasing:
63

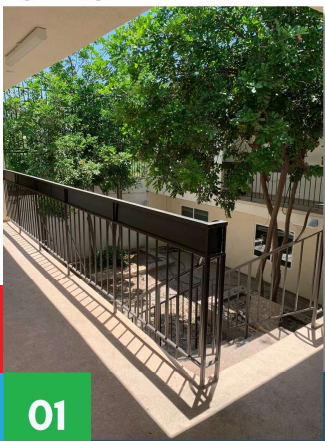


Unit Totals	1,221	POA Building Total	46	New Construction Developers	17
Active + LOIs	1,760	LOI Building Total	19	Remodel/Retrofit Developers	3

NEW PROPERTIES

Van Nuys

14411 Vanowen Street
Signed: August 2024



01

22 Units
1-2 Bedroom
Rents: \$1763+

Hawthorne

14110 Yukon Avenue
Signed: September 2024



02

17 Units (up to 25)
1 Bedrooms
Rents: \$2200 (All Inclusive)

Historical Neutra

5128 Marathon Street
Signed: June 2024

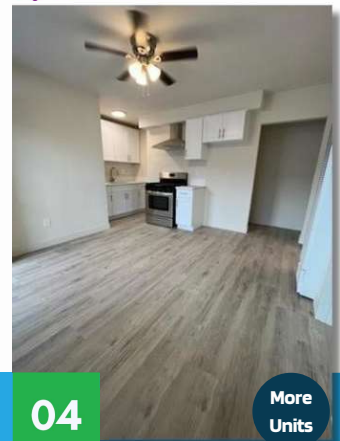


03

43 Units
Studios, 1 Bedrooms
Rents: Pending Completion

Huntington Park

6815 Seville Avenue
Signed: June 2023



04

16 Units (up to 20)
1 Bedrooms
Rents: \$1500+

More
Units



Thank You!

Any Questions?



RPSS

Los Angeles Homeless Services Authority

LAHSA Master Leasing Homeless Policy Deputies Meeting



Kris Freed, Chief Executive Strategist

Thomas Wong, Associate Director of Unit Acquisitions

November 2024

MASTER LEASING

LAHSA Master Leased Units

Unit Updates



ACQUIRED

Units that are under an executed master lease agreement

540 units
(13 sites)



CONTRACT DEVELOPMENT

The master lease rent and majority of contract terms have been agreed upon

0 units



PIPELINE

Units at various stages of negotiation and progress towards TCO or COO*

1,253 units
(32 sites)

* Temporary Certificate of Occupancy (TCO); Certificate of Occupancy (COO)

LAHSA Master Leased Units

By Location



Acquired
540 units
(13 sites)

	SPA	SD
1	-	169
2	-	358
3	-	13
4	218	-
5	-	-
6	322	-
7	-	-
8	-	-



Contract Development
0 units

	SPA	SD
1	-	-
2	-	-
3	-	-
4	-	-
5	-	-
6	-	-
7	-	-
8	-	-



In the Pipeline
1,253 units
(32 sites)

	SPA	SD
1	-	317
2	153	642
3	-	185
4	349	109
5	-	-
6	622	-
7	42	-
8	87	-



LAHSA Master Leased Units

By Service Provider

Service Provider	Number of Units	SPA	SD
Downtown Women's Center	105	6	2
HOPICS	169	6	1, 2
PATH	205	4	1, 2
St. Joseph Center	48	6	2
Veterans Affairs (VA)	13	4	3



LAHSA Master Leased Units

By Service Provider and Occupancy Plan

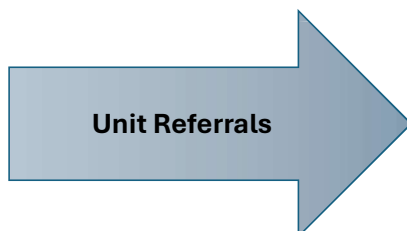
Service Provider	Number of Units	Initiative	Description
Downtown Women's Center	105	ERF	Encampment resolution effort supporting women in Skid Row
HOPICS	102	ERF	Encampment resolution effort supporting encampments along the 110 corridor
	17	Inside Safe	The Mayor's encampment resolution effort
	50	DHS	PEH enrolled in DHS ICMS
PATH	58	CoC PBRA	LAHSA issued CoC project based rental assistance
	147	Inside Safe	The Mayor's encampment resolution effort
St. Joseph Center	48	Pathway Home	The County's Encampment resolution effort
Veterans Affairs (VA)	13	SSVF to VASH	Pilot initiative supporting veterans who transferred-in-place from SSVF to VASH



LAHSA Master Leased Units

Building Criteria & Considerations

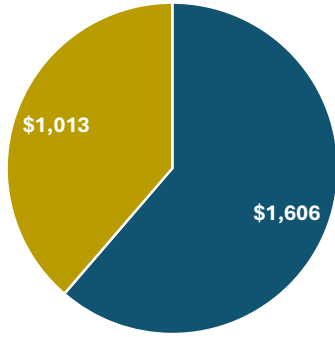
1. Overall unit goals
2. Unit goals by SPA
3. Building typology (e.g., new development, rehab, conversion)
4. Unit typology (e.g., SRO, 0-bedroom, 1-bedroom, 2-bedroom, etc.)
5. Service provider capacity (i.e., funding, slots, staff, subpopulation)
6. Cost to Operate



LAHSA Master Leased Units

Average Monthly Cost Per Unit

Cost Per Unit Breakdown



■ Tenant Rent Payments ■ Grant Expense



LAHSA Master Leased Units

Grant Source

FY24-25 Grant	Expenditure
General Fund	37%
Measure H	32%
HHIP	21%
HHAP	10%



Questions



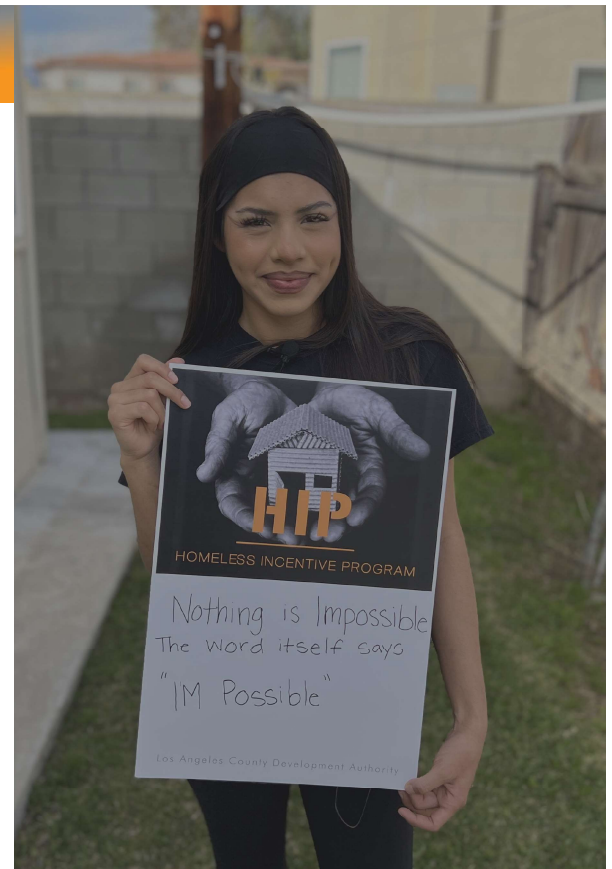


Housing Assistance Division | November 2024

Homeless Incentive Program (HIP)

Must be a new applicant to our Program

- Provides payment of all applicable application fees, up to \$50 per adult applicant.
- Leasing bonus equals to unit size based on Fair Market Rate (FMR).
- Security deposit assistance, up to one month's contract rent.
- Utility deposit assistance.
- Damage claim up to \$2,000 above the security deposit.

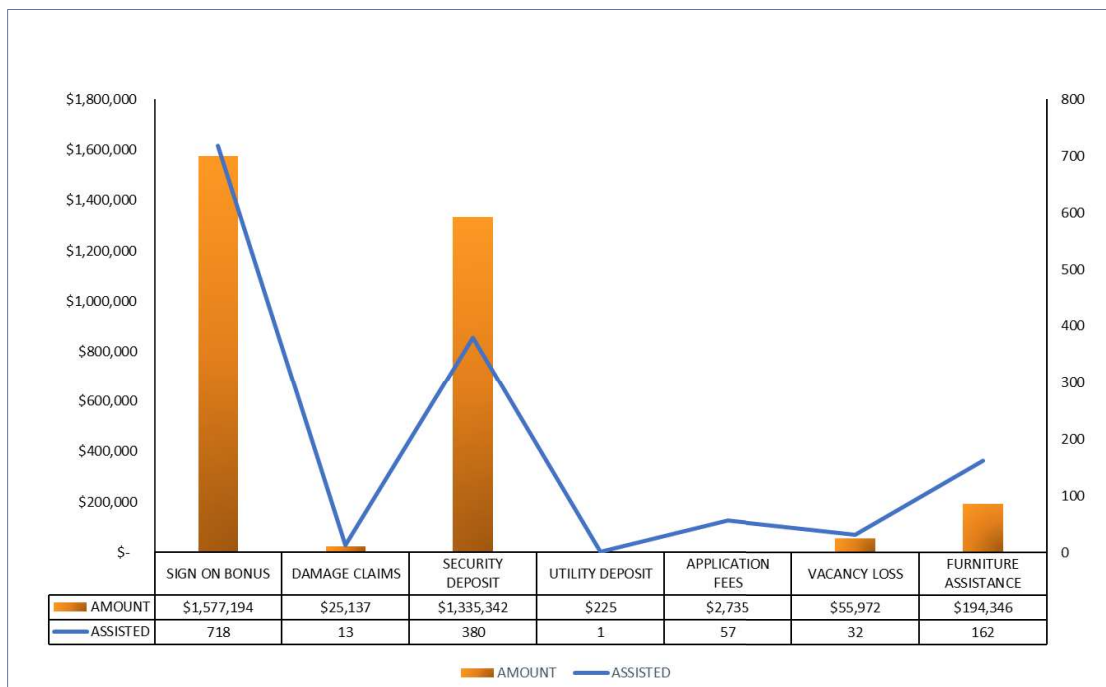


Fiscal Year 2023-2024 Breakdown

HIP	
Assisted Families	796
Units Acquired	698
Per Unit Cost	\$4,491

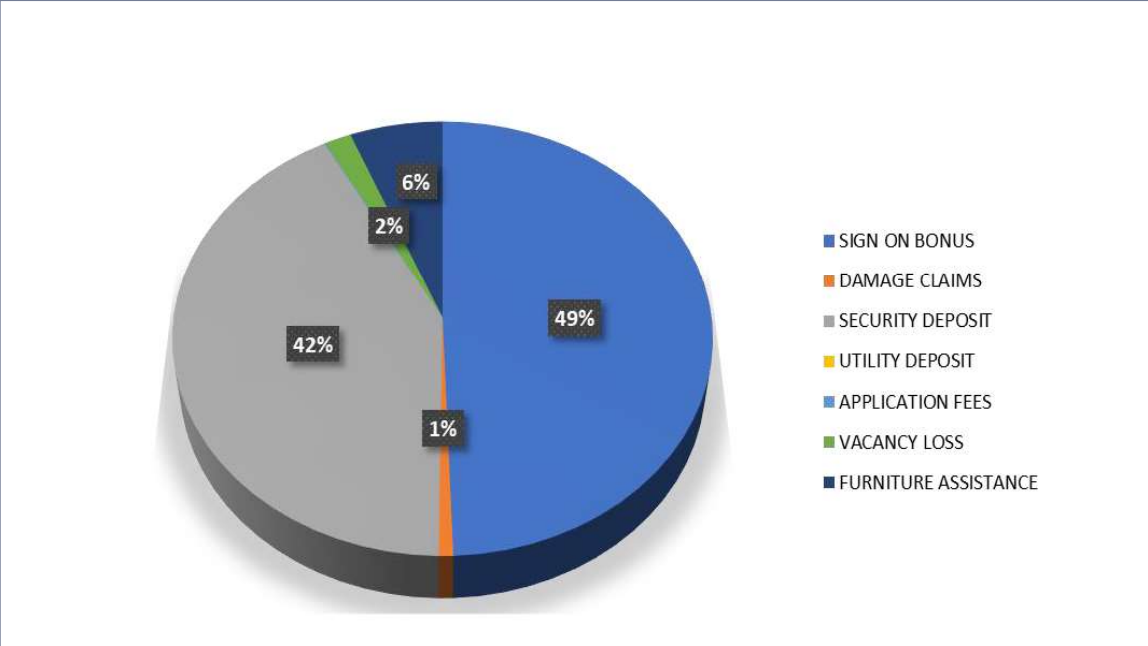
Fiscal Year 2023-2024 Breakdown

HIP Incentives Paid by Dollar

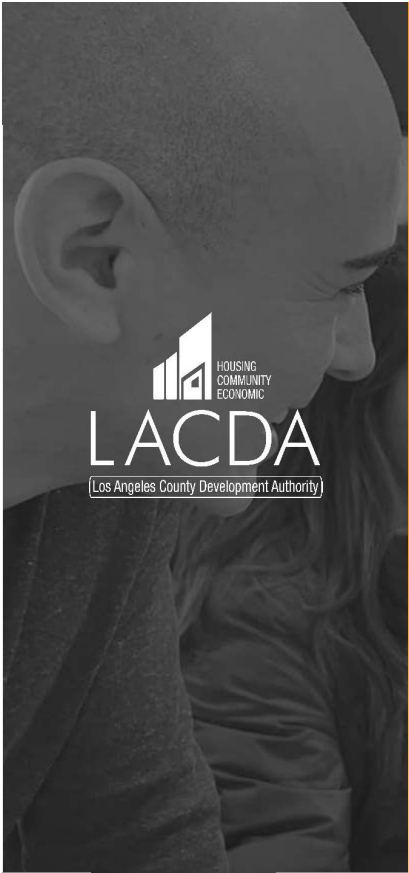


Fiscal Year 2023-2024 Breakdown (cont.)

HIP Incentives Paid by Percentage



Questions ?



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